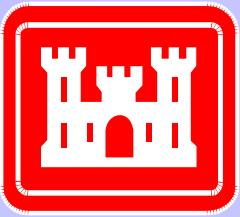


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The Civil Works Review Board Process – A Work in Progress

Robyn S. Colosimo, P.E.
US Army Corps of Engineers,
Headquarters

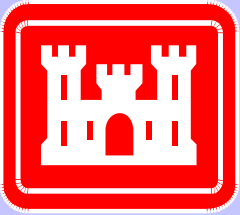


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Objective

- To discuss Civil Works Review Board process and lessons learned to date
- Share thoughts on how to prepare your project for the CWRB
- To discuss the Report Summary and DE presentation requirements
- To discuss projected future requirements



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DE Briefings & the Civil Works Review Board

- DE Briefings and establishment of the Civil Works Review Board (CWRB) laid out in EC 1105-2-406 dated 31 March 2005
- Facilitate timely completion of review and HQUSACE determination that the report is ready the release of the draft Report of the Chief of Engineers for State and Agency review and filing of the Final EIS.

ASA(CW)
Provides
Guidance
(Jan)

HQ Requests
Legislative
Proposals
(Mar)

Field Offices
Submit
Proposals
(May)

USACE Civil Works Legislative Process

HQ Review & Approval
(May - Jul)

USACE Proposals
to ASA(CW) (Aug)

Army Proposals
to OMB (Oct)

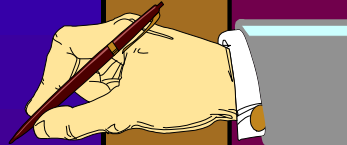
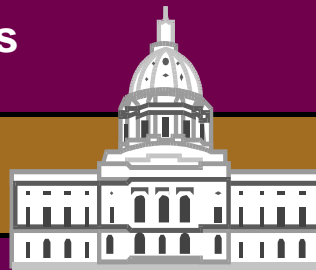
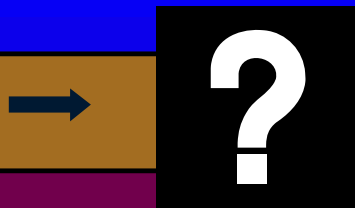
OMB
Review
(Oct - Feb)

Army Legislative
Program to Congress
(Feb)

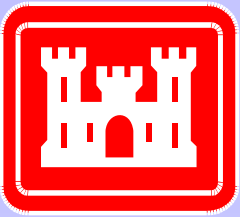
Member Requests
& Congressional
Hearings (Mar - May)

Committee
Action on Bills
(May - Sep)

President Signs
WRDA Legislation
(Oct)



Start
Finish

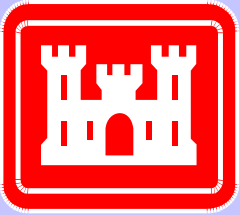


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CWRB Membership

- DCG Chair (MG Johnson)
- DCW (MG Riley)
- CoP leader for Planning (Waters)
- CoP leader from Engineering, Operations, Real Estate or another area (rotational)
- RIT leader from non-representing MSC (rotational)

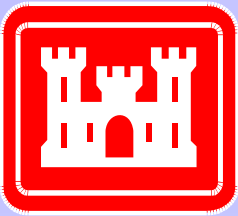


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CWRB – Other Participants

- District
- Division
- Sponsor
- HQ (RIT, OWPR, CoP, Review Team)
- ITR Team
- ASA(CW)
- OMB
- Planning Community
- Other Agencies (?)
- Congressional staff (?)
- The Washington Post (?)

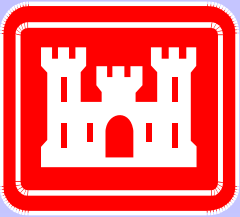


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CWRB Logistics

- Commanders brief the CWRB (live or via VTC)
- Target time is 2 hours
- Dates are “calendared” to occur once a month for the entire year
- “Scheduling” a CWRB for any project does not “officially” occur until complete final feasibility report review package is received in HQ for review
- Occurs following receipt of final decision document materials (no sooner than 3 weeks after receipt)

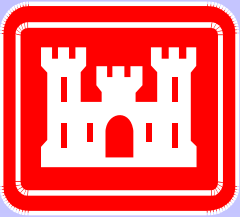


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CWRB Logistics (more)

- Occurs concurrently with HQ policy review of final feasibility report
- Involves:
 - ◆ District Commander Recommendation
 - ◆ Division Commander Recommendation
 - ◆ OWPR (HQ) Recommendation
 - ◆ Vote by the CWRB (using Robert's Rules of Order)
- Planning Community can engage and learn virtually

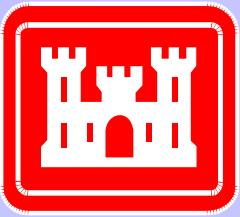


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CWRB Member Read-Aheads

- Basic materials provided one week in advance
 - ◆ Report Summary (new requirement..)
 - ◆ Draft Chiefs Report
 - ◆ Agenda
 - ◆ List of attendees
- Does not include:
 - ◆ Sample questions
 - ◆ PowerPoint slides
- No pre-CWRB coordination meeting with CWRB members

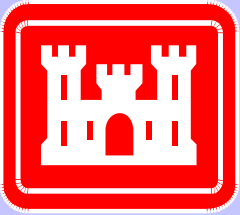


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CWRB – Real Purposes

- Command engagement
- Corporate decision making
- Corporate learning
 - ◆ Leadership Level
 - ◆ CoP wide
 - ◆ Vertical Team
- Informing the Road Ahead (OMB & ASA(CW))
- Personalizing the “DC process” for the sponsors

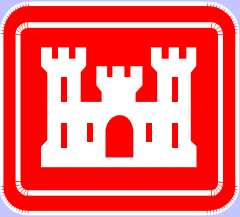


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CWRB – Real Purposes (more)

- Personalizing the proposed project for the organization
- Provides impetus to solve problems
- Relationship building
 - ◆ Among the vertical team
 - ◆ Within the Administration
 - ◆ With the Sponsors
 - ◆ With the taxpayer
 - ◆ With other agencies
- Getting folks out of their “boxes” and away from their emails

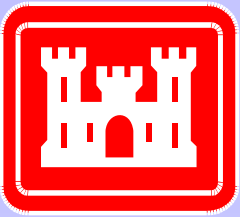


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CWRB Experiences To Date

- Reviewed 21 projects beginning last fall
- 21 approved for S&A review (many contingently)
- 1 has been reviewed by the CWRB 3 times and ultimately, after much additional work, was put on the street for S&A review
- Length: wide range 1.5 hours – 4.0+
- More than 2 project reviews a day pushes the limits of reasonableness

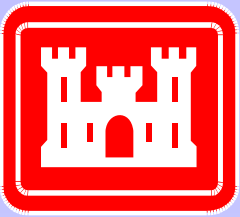


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Initial Lessons

- Implementing new processes often causes panic (risk averse)
- Dialogue among participants has been invaluable
- Sponsor's statements paint a picture
- Commanders need time to prepare for CWRB briefs
- Behind the scenes politicking has been minimal (and negative result to date)

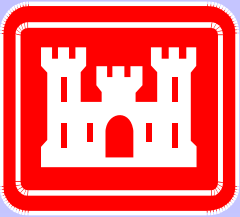


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More Initial Lessons

- Calendar management is painful
- Some energy being spent to avoid the process (unnecessarily) -- wasteful
- Vertical team engagement leading up to CWRB is intense (but effective)
- Not necessarily designed to produce a Chief's Report more quickly
- Important relationships are being formed
- NOT the BERH (and this is good)
- Invaluable tool and still in development!

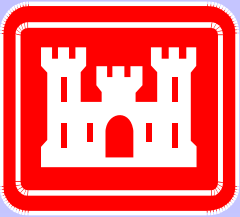


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Most Often District & Division Cited Lessons Learned

- Proactive & collaborative Vertical Team engagement is key to success (communicate, communicate, communicate)
- Vertical team engagement needs to be front-end loaded
- Site visits help reviewers visualize the problem and solution
- Policy clarifications need to be gained up front in process (including ASACW coordination)
- Changing processes complicate decision making, but is part of our “system”

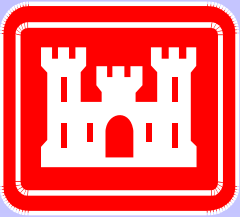


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Most Often District & Division Cited Lessons Learned

- There is a need to be prepared for unexpected
- Ecosystem Restoration is a challenging mission area
- Time lag between milestones can be excessive and needs to be managed
- Local sponsor and interests are key players in helping resolve policy and ITR concerns
- Critical ITR and policy issues need to be resolved earlier in the process (rather than at the final report stage)
- ***Application of lessons learned by others is important***

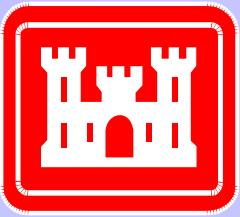


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CWRB Members Areas of Expressed Interests (to date)

- Risk and Uncertainty
- Completeness of the activity & overarching need
- Mitigation requirements
- Strength of Benefits and Costs
- Significance of Habitat
- Costs - budgetability
- ITR
 - ◆ Major issue areas
 - ◆ Conducted by who and where
 - ◆ Involving the right people

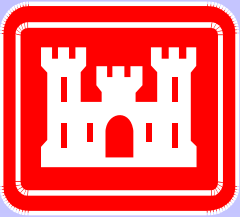


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More CWRB Members Areas of Expressed Interests (to date)

- PDT Membership (how broad?)
- Peer & External Review
- Assumptions & the relation to plan formulation
- 4 Accounts analysis (quant & qual)
- Math.....
- Application of Lessons Learned
 - ◆ Through repeat District engagement
 - ◆ Through sharing across the Corps
- ASA(CW) waiver requests and proactive engagement

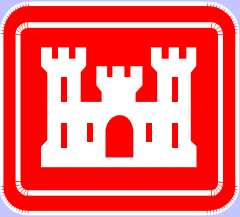


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CWRB Preparations – General Roles & Responsibilities

- HQ
 - ◆ OWPR (Policy Compliance determination & recommendation, CWRB scheduling, Co-leads vertical team integration with RIT, Coordinates ASA(CW) & OMB participation)
 - ◆ RIT (District & MSC champion, mentor and coach; Co-leads vertical team integration with OWPR; provides CWRB read-aheads to OWPR)
- MSC & District:
 - ◆ Preparation of CWRB read-ahead materials and provision of a complete quality final feasibility report document
 - ◆ Sponsor coaching

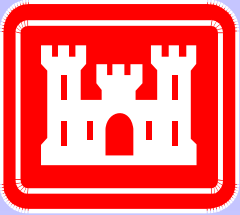


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Report Summaries

- Requirement for the Report Summary are new
- In the initial stages of evolution – success has been mixed
- Report Summaries need to tell your story
 - ◆ Ask a non-involved person to review
 - ◆ Compare with others developed
 - ◆ Don't overwhelm with data
- In process of being posted to Planner's Web

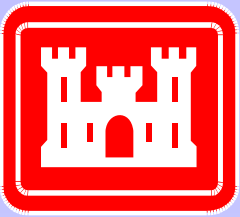


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District & MSC Commander Presentations

- Requirements are laid out in EC 1105-2-406
- Success is also mixed
- Need to succinctly convey to CWRB (decision-makers) why federal investment recommendation should be made & process used to substantiate recommendation
- Don't seek to overwhelm
- Practice, practice, practice (for all)
- Presentations are in the process of being posted to the Planners web

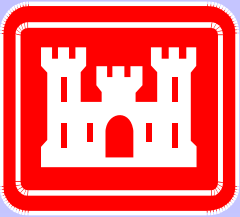


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CWRB – Being Prepared

- Determine if it applies to your project (early)
- Target the date, but allow for time for prep (& don't underestimate the effort)
- Vertical team communication is key (seek out your RIT)
- Make the most of early meetings (FSMs, AFBs, FRCs, IRCs, etc); proceed with the end in mind
- Do a "Google" and/or "Google/Earth"
- Engage ASA(CW)?

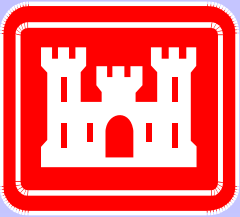


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CWRB – Being Prepared (con't)

- Tune into other CWRBs and take the time to observe (then apply lessons learned)
- Layout the issues and solutions
- Think about your audience – the Administration view
- Expect the unexpected
- Enjoy the ride and opportunity to engage the leadership
- Come early and stay downtown

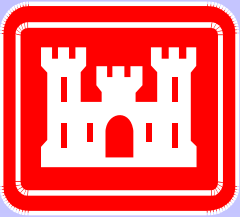


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CWRB Projections

- For 2007 calendar, year only projecting 10 projects requiring CWRB action
- CWRB Members are interested in presentations progressing to include discussion of:
 - ◆ 4 accounts
 - ◆ Systems Approach
 - ◆ ITR
 - ◆ Peer Review
 - ◆ Risk and Uncertainty
 - ◆ 12 Points/EOP

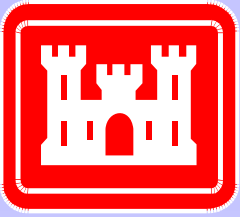


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Chiefs Report Process Times

- 21 Chiefs Reports signed in 2006
 - ◆ 8 had CWRBs in 2005
 - ◆ 11 CWRBs in 2006
 - ◆ 2 did not have CWRBs (very old projects where S&A review was complete long ago)
- Processing Times (CWRB forward):
 - ◆ Range from 54 – 336 days (avg = 162 days)
 - ◆ Typical delays causes:
 - Untimely agency response (or request for extension)
 - Lack of WRDA pressure
 - Need for additional action by District (addendum, etc)
 - Need for LOI



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